

Master Black Belt (MBB)

Roles and Responsibilities

The Lean Six Sigma Master Black Belt is a full-time dedicated position reporting to the Deployment Director (or in some cases, to the Process Lead). The MBB is the organization's "in house" expert for disseminating knowledge and training/coaching Black Belts (and Green Belts when appropriate). Additionally, the Master Black Belt takes a direct leadership role in leading complex, enterprise-wide or strategic-level LSS projects. Only Army certified MBBs are eligible to teach the Army LSS programs of instruction.

Master Black Belt Functions

- **Leading Transformational Change.** The MBB is the leading catalyst for continuous process improvement within the organization. The MBB, in coordination with the Deployment Director, is responsible for driving the long-range vision for LSS throughout the organization.
- **Major Project Leadership.** The MBB leads large-scale projects and complex projects that involve multiple subordinate elements within the organization. He/she must coordinate these projects with the Deployment Director and the various Process Leads/Project Sponsors. MBB leadership includes identifying opportunities; defining and justifying projects; negotiating resources; launching project teams; managing team activities; training, coaching, and mentoring of belts assigned to teams; leading teams to execute projects; tracking project status and results; anticipating and removing barriers; and developing team members. In those circumstances where the MBB is leading a project, he/she is responsible for producing results in conjunction with the Project Sponsors.
- **Technical Leadership.** The MBB provides direction as a subject matter expert on the application of LSS methods to the organization's senior leadership, Deployment Director, Process Leads, Project Sponsors, and belts. He/she challenges Black Belts on their technical application of problem-solving tools to develop their skills. The MBB assists belts in preparing for tollgate reviews and participates in those reviews, when possible. The MBB consults with the other MBBs concerning managing change and the activities of the larger (Army-wide) Lean Six Sigma deployment.
- **Recruiting, Coaching, Mentoring, and Training of Team Members.** The MBB assists the organization's Deployment Director in identifying potential Black Belts and Green Belts and recruiting team members into the LSS infrastructure. He/she provides the necessary training, coaching, and mentorship to team members to spread the understanding of LSS tools and methods. The Army certified MBB will also be tasked to use teach the Army standard LSS POI Black Belt and Green Belt candidates in the Army "School House."

- **Communications.** The MBB assists the Deployment Director, Process Leads, Project Sponsors, and belts in executing the strategic communications plan for the organization. The MBB also ensures two-way open communication throughout the organization regarding LSS activities. This includes keeping the Deployment Director informed of program status and ensuring the coordination of activities with Process Leads, Project Sponsors and belts. The MBB must ensure best practices are communicated across the organization.
- **Measuring Results.** The MBB provides the Deployment Director with project results and recommends corrective action, as required, when overall results do not meet expectations. The MBB is also responsible for validating the operational benefits of all projects before completion of the Control phase.

Black Belt (BB)

Roles and Responsibilities

LSS Black Belts establish, coordinate and provide leadership for LSS projects. These projects should meet the guidelines and priorities established by the organization's senior leadership, the Lean Six Sigma Steering Committee, the Deployment Director, and the Process Lead/Project Sponsor.

Black Belt Functions

- Lead LSS projects under the direction of the Project Sponsor and with the support of the Master Black Belt. Project leadership includes identifying opportunities; defining and justifying projects; launching project teams; leading team activities; tracking project status and results; removing barriers; and developing team members. The BB must also identify integration issues with other projects/processes and coordinate the improvements with the appropriate Process Leads and/or Project Sponsors.
- Provide the Process Lead/Project Sponsor, Deployment Director, and (if requested) senior leadership with the project results and recommends appropriate corrective action, when necessary.
- Recruit other Black Belts, Green Belts, and team members into LSS efforts and ensures the continuing development of team member skills.
- Ensure projects are integrated with other organizational activities and the overall mission and strategic objectives.
- Lead the project team in preparing for and executing tollgate reviews.
- Assist the Deployment Director, Master Black Belt, and Project Sponsors in the execution of the organization's strategic communications plan.
- Ensure two-way communications throughout the organization regarding LSS activities. This includes capturing project lessons learned that should be disseminated to other projects or to other elements within the organization.

Green Belt (GB)

Green Belts are the “tip of the spear” in the LSS initiative and are responsible for managing and leading improvement projects on a day-to-day basis. Green Belts are trained in basic problem-solving techniques and receive regular guidance and direction from Black Belts assigned to their projects, as well as from Master Black Belts when available. Specific Green Belt responsibilities include:

- Leading individual projects that can be conducted within their level of expertise.
- Supporting more complex Black Belt projects by leading specific efforts within their functional area of responsibility.
- Advising Project Sponsors on the selection of team members.
- Managing the administration and daily work assignments of team members.
- Retaining official project records (e.g., collected records and data, spreadsheets, presentations, process maps, meeting minutes, etc.).
- Directing the preparation and presentation of tollgate reviews.
- Assisting the Process Lead and/or Project Sponsor in implementing approved process improvement recommendations.